

Building a Strong and Sustainable Brand: Effective Communication Strategies on Social Media in Improving Business Performance

Alhidayatullah

Universitas Muhammadiyah Sukabumi; Sukabumi, Indonesia

E-Mail: alhidayatullah@ummi.ac.id

4223

ABSTRACT

Social media has fundamentally reshaped marketing communication by enabling direct and interactive engagement between brands and consumers. With more than 4.9 billion global users, these platforms present both opportunities and challenges for organizations seeking to build sustainable brand relationships. This study examines the impact of effective communication strategies via social media on brand strength and corporate performance, while also assessing the mediating role of brand power in the relationship between communication strategy and business performance. The study emphasizes the significance of sustainable, engaging, and value-driven digital communications in establishing a robust brand within a competitive digital landscape. A quantitative study was administered to 138 MSMEs in Sukabumi that actively utilize social media for marketing purposes. Data analysis was conducted via the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique via SmartPLS software. The findings indicated that communication techniques significantly influenced brand strength and company performance, while the effect magnitude was smaller. Brand strength significantly influences business success and mediates the connection between communication strategy and business performance. A Q^2 value means the model's superior prediction ability. These findings corroborate the Integrated Marketing Communication Theory (IMC) and Stakeholder Theory, offering strategic insights for sustainable brand growth via digital communication.

Submitted:
JULY 2025

Accepted:
OCTOBER 2025

Keywords: Brand Strength, Business Performance, Communication Strategy, Digital Marketing, Integrated Marketing Communication, MSME, PLS-SEM.

ABSTRAK

Media sosial membentuk kembali komunikasi pemasaran dengan memungkinkan keterlibatan langsung dan interaktif antara merek dan konsumen. Dengan lebih dari 4.9 miliar pengguna global, media sosial menghadirkan peluang dan tantangan bagi organisasi yang ingin membangun hubungan merek yang berkelanjutan. Studi ini mengkaji dampak strategi komunikasi yang efektif melalui media sosial terhadap kekuatan merek dan kinerja perusahaan, sekaligus menilai peran mediasi kekuatan merek dalam hubungan antara strategi komunikasi dan kinerja bisnis. Studi ini menekankan pentingnya komunikasi digital yang berkelanjutan, menarik, dan digerakkan oleh nilai dalam membangun merek yang kuat dalam lanskap digital yang kompetitif. Studi kuantitatif dilakukan kepada 138 UMKM di Sukabumi yang aktif memanfaatkan media sosial untuk tujuan pemasaran. Analisis data dilakukan melalui teknik Partial Least Squares Structural Equation Modelling (PLS-SEM) melalui software SmartPLS. Temuan menunjukkan bahwa teknik komunikasi secara signifikan memengaruhi kekuatan merek dan kinerja perusahaan, sedangkan besarnya efeknya lebih kecil. Kekuatan merek secara signifikan memengaruhi kesuksesan bisnis dan memediasi hubungan antara strategi komunikasi dan kinerja bisnis. Nilai Q^2 berarti kemampuan prediksi model yang unggul. Temuan ini menguatkan Teori Komunikasi Pemasaran Terpadu (IMC) dan Teori Pemangku Kepentingan, menawarkan wawasan strategis untuk pertumbuhan merek yang berkelanjutan melalui komunikasi digital.

Kata kunci: Kekuatan Merek, Kinerja Bisnis, Strategi Komunikasi, Pemasaran Digital, Komunikasi Pemasaran Terpadu, UMKM, PLS-SEM.

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 5, 2025
pp. 4223-4238
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i5.3872

INTRODUCTION

In the ever-changing digital age, social media has emerged as a crucial instrument for establishing and sustaining a brand. Recent data from We Are Social and Hootsuite in 2023 indicate that over 4.9 billion individuals globally utilize social media, presenting a significant opportunity for organizations to directly communicate with their consumers. The influence of social media on brand perception is significant; these platforms serve as both a communication channel and a venue for consumer engagement and involvement (Lu & Miller, 2019; Ajibade & Mutula, 2020). In this setting, establishing a robust and enduring brand is essential, particularly for organizations aiming to endure and compete in an increasingly competitive market (Sawaftah et al., 2021; Samanta, 2022).

The evolution of digital technology has profoundly transformed the realm of marketing communication (Nguyen et al., 2022). Social media, a pivotal product of the digital era, has emerged as a strategic platform for organizations to develop and enhance their brands (Appel et al., 2020; Habib, 2023). Social media, with over 4.9 billion active users globally, presents a significant potential for firms to engage directly and personally with consumers (Matushko et al., 2022; Mehta, 2023). In the face of intensifying competition, establishing a robust and sustainable brand necessitates more than mere social media presence. Organizations must create effective communication strategies that not only capture consumer attention but also foster enduring connections grounded in trust and shared values (Ajibade & Mutula, 2020).

In recent years, a notable phenomenon has been the growing utilization of dialogical communication by firms to disseminate sustainability messages on social media. Research conducted by Estrella-Ramón et al. (2024) about sustainability communications presented in a dialogical format that encourage consumer participation and interaction are more effective in enhancing brand engagement and purchase intent than monological ones. This indicates that customers seek not only information but also desire active participation in discussions around sustainability. The utilization of influencers and genuine material has emerged as a prevalent approach for brand development on social media (Joshi & Kinange, 2021). Zhang (2024) emphasizes that working with influencers enhances market sensitivity and customer engagement, while also increasing the efficacy of brand communication via data-driven content improvement.

The imperative of this research stems from the necessity to comprehend how communication techniques on social media might be effectively employed to cultivate a robust and sustainable brand, in addition to enhancing commercial performance. In a competitive digital landscape, organizations must adjust their communication strategy to the ever-changing dynamics of social media. Research by Pourkabirian et al. (2023) underscores the significance of electronic Word-of-Mouth (e-WoM) in influencing consumer perceptions of brands on social media. Furthermore, research conducted by Efendioğlu and Durmaz (2022) indicates that consumer perception of social media advertising influences advertising value, brand awareness, and brand association.

In a time when consumers are more cognizant of social and environmental concerns, companies must not only market their products but also exhibit a dedication to sustainability (Hermundsdottir & Aspelund, 2022). Social media serves as the principal medium for expressing this commitment; nevertheless, inauthentic or manipulative communication may tarnish a brand's reputation (Alalawneh et al., 2022). Consequently, it is crucial for organizations to formulate effective and genuine communication strategies on social media to establish a robust and enduring brand. Despite extensive research on communication methods in social media, a gap remains in comprehending how brands may cultivate enduring relationships with consumers through effective communication. Prior studies have predominantly concentrated on the technical dimensions of social media, including algorithms and data analysis, while insufficiently addressing the emotional and psychological facets of brand communication (Voorveld, 2019; Li et al., 2023). This study introduces the necessity of comprehending how organizations can amalgamate diverse social media platforms within their communication strategy to attain

maximum results. Research by Wang et al. (2025) demonstrates that a diverse social media strategy across several platforms can enhance overall web sales.

This study aims to analyze the effectiveness of communication strategies on social media in establishing a robust and sustainable brand, evaluate the influence of influencers on consumer brand perception, and identify optimal communication practices that foster customer trust and loyalty. This research offers theoretical contributions to the digital brand communication literature, practical advantages for businesses and marketers in formulating effective and authentic communication strategies, and policy benefits by supplying evidence-based recommendations for regulators to promote ethical and sustainable marketing practices in the digital domain.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Integrated Communication Strategies and Brand Strength in Social Media

This research is underpinned by Integrated Marketing Communications (IMC) Theory and Stakeholder Theory. IMC emphasizes the importance of consistency and integration in delivering marketing messages across platforms, enabling organizations to present cohesive, relevant, and engaging brand messages that foster brand equity, customer relationships, loyalty, and performance (Schultz & Kerr, 2007). It also highlights active audience participation within a bidirectional communication framework, crucial in social media contexts. Stakeholder Theory, conversely, stresses considering the interests of all stakeholders, including customers and the digital community, since users can create and share content that affects brand reputation (Freeman & Phillips, 2002; Mahajan et al., 2023). Transparent, inclusive, and adaptive communication is thus vital for cultivating sustainable stakeholder relationships and long-term success (Squires & Elnahla, 2020). Integrating these theories provides a conceptual framework to examine how social media communication strategies enhance brand development and corporate performance.

The communication strategy on social media involves the methodical design and implementation of communication via social media platforms to attain organizational objectives, including enhancing brand awareness, boosting audience engagement, and shaping public perception. Capriotti and Zeler (2023) this technique encompasses three primary dimensions: posting, interactivity, and content combinations. These dimensions are interconnected and influence the efficacy of organizational communication on social media. In this context, posts denote the frequency and nature of content disseminated by organizations on social media platforms. Interactivity denotes the degree of audience involvement, including comments, sharing, and debates that arise in reaction to published material (Yang et al., 2022). Content combination is a method that involves selecting and integrating several content categories (information, entertainment, education) to attain specific communication objectives (Smith & Harvidsson, 2017; Putra et al., 2025). Social media communication methods emphasize not just message transmission but also audience reception and response, with the cultivation of sustainable connections through effective interaction and substantive content (Kertanegara, 2023; Zhang, 2024).

Brand strength refers to a brand's ability to generate attraction and trust among consumers, hence influencing purchasing decisions and fostering customer loyalty (Sipos, 2024). The brand's recognition shows brand strength, consumer perceptions of its quality and value, and its ability to sustain market position over time (Li et al., 2020). Brand Strength is a multifaceted notion that signifies a brand's capacity to preserve a competitive edge and generate additional value sustainably within the market (Kraujalienė & Kromalcas, 2022). Keller (1993) asserts that brand strength may be evaluated by several critical indicators: brand awareness, favorable brand associations, perceived quality, customer loyalty, and overall brand equity.

Moreover, a recent study by Zahid et al. (2021) and Sipos (2024) underscores that brand strength is assessed not alone via functional attributes like product quality, but also through emotional dimensions and consumer experiences that foster psychological attachment to the brand. Brand strength is a pivotal element in establishing enduring

consumer interactions and enhancing the company's competitiveness in navigating global market dynamics.

A recognition that good communication via social media and other platforms may boost positive associations, raise brand awareness, and foster consumer loyalty, all of which add to the brand's overall strength. A consistent and integrated communication strategy can boost consumer engagement and improve brand perception, according to a study by Hudson et al. (2016). Additionally, research by De Vries et al. (2017) highlights the significance of social media customization and interactivity as elements that have a major impact on brand strength. Hollebeek and Macky (2019) emphasize that genuine and pertinent communication can foster customer trust, which serves as a solid basis for enhancing brand equity. The findings of Kumar and Yadav (2021), which demonstrate that good communication helps with brand differentiation and fortifies brand position in the market, confirm this. However, studies have shown that a flexible and responsive communication approach to shifting consumer preferences can boost quality perception and brand loyalty, hence enhancing brand strength over time (Herrada-Lores & Palazon, 2024).

H1: Communication strategy has a significant positive effect on brand strength.

Effective Communication Strategies, Brand Strength, and Business Performance

An organization's ability to successfully accomplish its operational and strategic objectives through the effective and efficient use of resources is measured by its business performance. Business performance needs to be measured in a variety of ways, including non-financial performance like customer satisfaction, product innovation, and operational sustainability, as well as financial performance like profitability, revenue, and return on investment (Anwar, 2018; Aisjah et al., 2023; Jukka, 2023). As part of the company's sustainability indicators, modern business performance evaluation also takes social and environmental factors into account (Vu et al., 2025; Yang et al., 2025). This demonstrates a change in perspective from corporate performance that just considers financial outcomes to a more comprehensive and long-term focused strategy. Financial metrics like ROI (Return on Investment), ROA (Return on Assets), and profit margin are used to measure business performance. Non-financial metrics include the company's carbon footprint, employee retention rate, innovation index, and customer satisfaction level. This company's performance shows how well it can adjust to changing market conditions, stay afloat, and contribute to social and environmental value (Osei-Frimpong et al., 2022).

Brand strength is expected to mediate the relationship between communication strategy and business performance. A stronger brand enhances consumer trust, loyalty, and engagement, which in turn positively influences overall business performance, creating an indirect pathway through which communication strategy impacts organizational outcomes. Improving organisational effectiveness is largely dependent on effective communication. An integrated and consistent communication strategy can improve business results like sales and profitability by strengthening relationships with stakeholders and customers (Men et al., 2018). Furthermore, research by Huang and Rust (2022) highlights that responsive and flexible communication to market demands boosts customer loyalty and happiness, both of which have a favorable effect on long-term business performance. Additionally, a study by Elegbe and Dooshima (2021) and Dhone and Sarwoko (2022) discovered that good internal communication boosts employee productivity and motivation, which in turn leads to better business operational success. In order to reach a larger market and boost corporate growth, research by Lamberton and Stephen (2016) and Trisnawati et al. (2024) also emphasizes the significance of using digital media in communication strategies. Similarly, studies by Jha and Verma (2023) demonstrate that social media-based communication tactics can raise brand recognition and engagement, which in turn improves business performance by boosting market share and consumer loyalty.

It is thought that a strong brand might offer a long-term competitive advantage. A strong brand boosts consumer loyalty and quality perception, both of which directly contribute to a company's increased revenue and profitability (Dick, 2015; Hanindharputri & Mahaputra, 2020). Erkmén and Hancer (2019) additionally, it highlights how a strong brand helps a company's market position and enables it to implement more effective pricing tactics, both of which improve financial success. Additionally, a study by Bing et al. (2024) shows that brand strength is crucial for establishing long-term relationships and gaining the trust of consumers, both of which enhance corporate success by increasing customer retention. Furthermore, a study by Rachman et al. (2024) showed that businesses with strong brands typically have more successful product innovations, which boost operational performance and market expansion. As a measure of total business performance, research by Martínez-Cañas et al. (2023) confirms that well-managed brand strength increases stock performance and company value.

H2: Effective communication strategy has a significant positive effect on business performance.

H3: Brand strength has a significant positive effect on business performance.

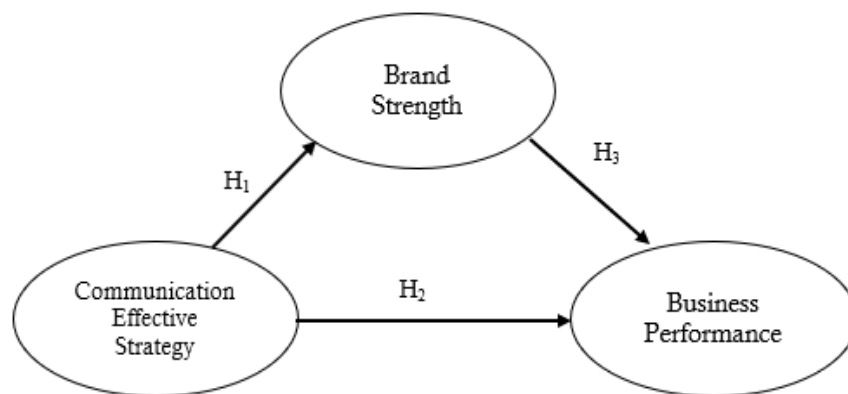


Figure 1. Conceptual Framework

Figure 1 illustrates the interrelationship between communication strategy, brand strength, and business performance. First, an effective communication strategy is expected to enhance brand strength by fostering consumer trust and engagement (H1). Strong brand equity, in turn, is hypothesized to drive better business performance (H3). Additionally, the communication strategy is also posited to have a direct positive effect on business performance (H2), suggesting that both direct and mediated pathways contribute to organizational success.

RESEARCH METHODS

This study adopts a quantitative approach using the survey method to examine the causal relationship among communication strategy, brand strength, and business performance. The population of this research consists of 214 small and medium-sized business owners in Sukabumi City and Regency who actively utilize social media as a marketing tool. Based on the Krejcie and Morgan sampling formula, a total of 138 respondents were selected, representing business owners, marketing managers, or employees directly responsible for managing company social media accounts.

Primary data were collected through an online survey distributed via WhatsApp and email using Google Forms. The collected data were then analyzed with SmartPLS 4.0, applying Structural Equation Modeling-Partial Least Squares (SEM-PLS), which is suitable for testing complex models and latent variable relationships. The analysis procedure included testing the validity and reliability of constructs, evaluating the

measurement model through composite reliability, convergent validity, and discriminant validity, and assessing the structural model using path coefficients, t-statistics, R^2 , and Q^2 values to identify both direct and indirect effects among the variables. Table 1 shows the research indicators and statements used in this research.

The measurement of research variables in this study was based on established indicators adapted from previous studies. Effective communication strategies were measured through three indicators: frequency of posts, interactivity, and content combinations (Capriotti & Zeler, 2023). These were operationalized by assessing the consistency of posting according to a predetermined schedule, the speed and personalization of responses to direct messages, and the extent to which content incorporated social, inspirational, or educational elements in addition to promotional messages. Brand strength was measured using Keller's (1993) brand equity framework, which included five indicators: brand awareness, brand association, perceived quality, brand loyalty, and brand equity. These were reflected in respondents' recognition of the brand across online platforms, perceptions of brand values and lifestyle associations, evaluation of product or service quality, willingness to recommend the brand, and comparative attractiveness of the brand's products relative to competitors. Business performance was measured using six indicators: return on investment, return on assets, increased revenue, customer satisfaction, innovation, and brand reputation (Vu et al., 2025; Yang et al., 2025). These dimensions were assessed by examining the effectiveness of communication strategies in generating financial returns, optimizing asset use, attracting customers to increase sales, enhancing customer satisfaction, supporting innovation as a growth strategy, and improving brand reputation in the eyes of consumers.

RESULTS

In structural modeling, the measurement model evaluates the relationship between latent constructs and their indicators, while the structural model examines the relationships among constructs. Confirmatory factor analysis is applied to test validity and reliability, ensuring that indicators appropriately reflect the constructs (Arissaputra et al., 2023). At this stage, convergent and discriminant validity are assessed to confirm the accuracy of the measurement model.

Validity testing employs convergent and discriminant validity. Convergent validity evaluates the extent to which indicators of latent variables demonstrate strong positive relationships, primarily through factor loadings (Amri et al., 2021). For SmartPLS analysis, a loading factor above 0.70 is ideal, though values above 0.60 are acceptable in exploratory research (Appiah-Twumasi et al., 2022). The Average Variance Extracted (AVE) must also exceed 0.5 to confirm construct validity (Gebrekidan et al., 2024). Cross-loading analysis further ensures that indicators measure only their intended constructs (Lobo et al., 2022). Path diagrams then illustrate the causal links between constructs and indicators (Shamsalinia et al., 2021).

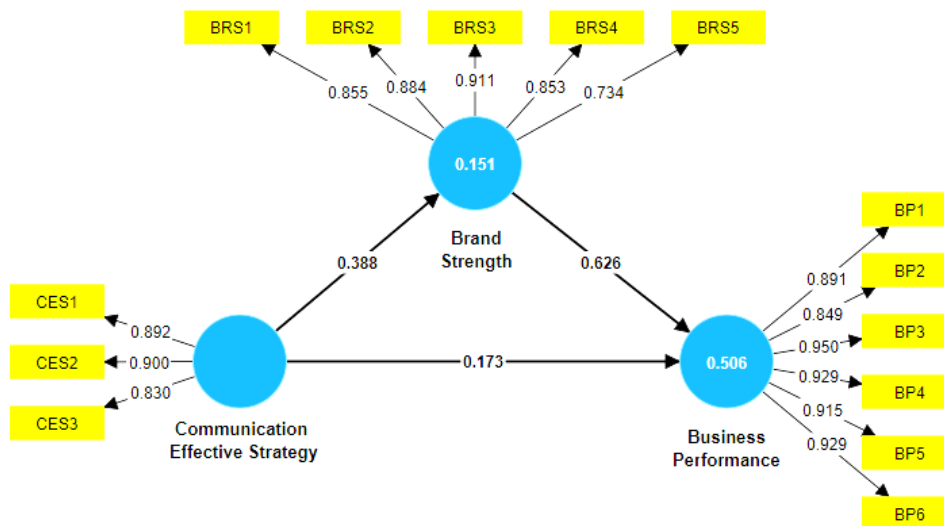


Figure 2. Outer Model

Figure 2 illustrates the findings of the convergent validity analysis derived by PLS software. The assessment is conducted by referencing the loading factor value of each indication inside each construct. A construct achieves convergent validity when the loading factor exceeds 0.70 and the Average Variance Extracted (AVE) surpasses 0.50. The test findings indicate that the examined indicators have satisfied these criteria.

Table 1. Outer Loading Value and Average Variance Extracted Test

Variable	Indicator	Loading Factor	Information	AVE	Cronbach Alpha	Composite Reliability
Communication Effective Strategy (X)	CES1	0.892	Valid	0.765	0.859	0.993
	CES2	0.900				
	CES3	0.830				
Brand Strength (Z)	BRS1	0.855	Valid	0.722	0.908	0.955
	BRS2	0.884				
	BRS3	0.911				
	BRS4	0.853				
	BRS5	0.734				
Business Performance (Y)	BP1	0.891	Valid	0.830	0.959	0.963
	BP2	0.849				
	BP3	0.950				
	BP4	0.929				
	BP5	0.915				
	BP6	0.929				

According to Table 1, all indicators assessing latent variables exhibit a loading factor value over 0.70. This indicates that all indicators meet the validity criteria and can be considered valid for measuring the construct in question. Discriminant validity can be assessed through cross-loading and the Average Variance Extracted (AVE). A construct is considered valid when its AVE exceeds 0.50, indicating that the indicators explain more than half of the variance and consistently represent a single latent construct. Table 1 shows the AVE test results, indicating that all constructs are above the threshold of 0.50: Communication Effective Strategy (0.765), Brand Strength (0.722), and Business Performance (0.830). This indicates that each construct possesses strong convergent validity, as it accounts for over 50% of the variance of its indicators on average. The findings validate that the manifest indicators utilized satisfy the convergence criteria based on AVE values, and the model adheres to legitimate measurement standards.

Reliability in PLS is confirmed when composite reliability and Cronbach's alpha exceed 0.70, indicating consistent and dependable construct measurement. Table 1 above indicates that all variables possess Cronbach's alpha values and composite reliability over

0.70, signifying that all constructs are deemed reliable. The Effective Communication Strategy (X) received scores of 0.859 and 0.993, Brand Strength (Z) scored 0.908 and 0.955, and Business Performance (Y) achieved scores of 0.959 and 0.963. This denotes all dependable variables.

Table 2. Cross Loading Factor

Indicator	Brand Strength	Communication Effective Strategy	Sustainable Performance
BRS1	0.855	0.322	0.338
BRS2	0.884	0.329	0.474
BRS3	0.911	0.353	0.493
BRS4	0.853	0.225	0.410
BRS5	0.734	0.351	0.891
CES1	0.198	0.892	0.328
CES2	0.508	0.900	0.426
CES3	0.174	0.830	0.291
BP1	0.543	0.412	0.891
BP2	0.628	0.323	0.849
BP3	0.703	0.394	0.950
BP4	0.584	0.373	0.929
BP5	0.634	0.290	0.915
BP6	0.676	0.473	0.929

Discriminant validity evaluates the degree to which latent constructs are distinct from one another, confirming that each construct measures unique and non-overlapping dimensions (Nurlaini & Almasdi, 2020). Table 2 illustrates that the cross-loading value for each indicator exhibits the highest association with its respective latent construct compared to other constructs. Consequently, it may be inferred that each indicator accurately assesses latent variables and satisfies the criteria for discriminant validity.

Table 3. Inner VIF Values

Hypothesis	VIF
Brand Strength -> Business Performance	1.177
Communication Effective Strategy -> Brand Strength	1.000
Communication Effective Strategy -> Business Performance	1.177

Table 3 elucidates that the outcomes of the Collinearity Statistics (VIF) test on the inner model indicate that all constructs in this study exhibit low VIF values, ranging from 1.000 to 1.177. The value is far below the threshold of 5, indicating, as per Gujarati and Porter (2009) and Hair et al. (2017), that there are no indications of multicollinearity among the variables in the model. Notably, the Effective Communication Strategy has a VIF rating of 1.000, while both Brand Strength and Sustainable Performance exhibit a VIF value of 1.177 each. Consequently, it can be inferred that this structural model is free from multicollinearity issues and warrants further examination.

Table 4. Fit Model Test

Test	Saturated model	Estimated model
SRMR	0.098	0.098
d_UIS	2.296	2.296
d_G	1.031	1.031
Chi-square	642.787	642.787
NFI	0.720	0.720

According to Table 4, which presents the model fit test results, the two primary indicators used to evaluate the model's adequacy are SRMR (Standardized Root Mean Square Residual) and NFI (Normed Fit Index). The SRMR score of 0.098 remains below the maximum threshold of 0.10, indicating that the model exhibits an acceptable degree of adequacy. Nevertheless, the NFI value of 0.720 remains below the optimal threshold of > 0.90, signifying that the model has not demonstrated an adequate fit. In the PLS-

SEM methodology, particularly in exploratory research, SRMR values near the threshold and NFI beyond 0.7 are deemed acceptable. This model warrants additional examination (Hair et al., 2017; Henseler, 2017).

The assessment of the structural model utilizing the Partial Least Squares (PLS) method seeks to evaluate the interconnections among latent variables. This evaluation is conducted by analyzing the path coefficient value derived from the bootstrapping method to determine the significance of the influence between the variables in the study (Henseler, 2017). The results of the path coefficient from this study are presented in Table 5.

Table 5. Path Coefficients

Hypothesis	Original sample	Sample mean	Standard deviation	T-statistics	P-values	Information
Brand Strength -> Business Performance	0.626	0.629	0.043	14.709	0.000	Accepted
Communication Effective Strategy -> Brand Strength	0.388	0.395	0.067	5.801	0.000	Accepted
Communication Effective Strategy -> Business Performance	0.173	0.17	0.067	2.588	0.010	Accepted

Table 5 above illustrates that all relationships between variables exhibit a statistically significant impact, as indicated by the route coefficient analysis results. Brand Strength exerts a substantial and considerable influence on Business Performance, evidenced by a coefficient of 0.626, a t-value of 14.709, and a p-value of 0.000. This indicates that the hypothesis is validated. The Effective Communication Strategy had a significant impact on Brand Strength, as evidenced by a coefficient of 0.388, a t-value of 5.801, and a p-value of 0.000. This indicates that the hypothesis is affirmed. The effectiveness of communication strategies on business performance is notable, albeit less robust, with a coefficient of 0.173, a t-value of 2.588, and a p-value of 0.010. This indicates that the hypothesis is validated. The results suggest that a successful communication strategy directly influences business performance and indirectly enhances Brand Strength. Brand power serves a significant mediating function in enhancing the impact of communication tactics on an organization's commercial performance success.

Table 6. R Square Results

Variables	R-square	R-square adjusted
Brand Strength	0.151	0.144
Business Performance	0.506	0.499

According to Table 6, the R-square value of 0.151 for the Brand Strength construct signifies that 15.1% of the variance in Brand Strength is explicable by the Communication Effective Strategy construct. This number falls into the weak group (< 0.19), as by Ghozali and Latan (2015), indicating that the impact of the Effective Communication Strategy on Brand Strength is quite minimal. The R-square value for Business Performance is 0.506, indicating that 50.6% of the variation in Business Performance is attributable to the interplay of Communication Effective Strategy and Brand Strength components. This number falls inside the moderate range, indicating that the model possesses a reasonably excellent predictive capacity in elucidating company performance variables. The structural model exhibits varying predictive strength across constructs, significantly impacting Business Performance while demonstrating limited influence on Brand Strength.

As stated by Darwin and Umam (2020) The indirect effect aims to quantify the strength of the association between two variables, considering both exogenous and endogenous factors that are linked via intermediary variables. The outcomes are displayed in the subsequent table:

Table 7. Specific Indirect Effect

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Value
Communication Effective Strategy -> Brand Strength -> Business Performance	0.243	0.248	0.043	5.714	0

The results in Table 7 indicate an indirect effect of Effective Communication Strategy on Business Performance via Brand Strength, with a coefficient of 0.243. The t-statistic of 5.714 and the p-value of 0.000 demonstrate that this indirect effect is statistically significant (as $p < 0.05$ and $t > 1.96$). The results demonstrate that Brand Strength substantially mediates the connection between successful communication methods and business performance. The more effectively the communication plan is executed, the greater its enhancement of brand strength and its beneficial impact on the organization's business performance.

Table 8. F-Square Result

Variables	Brand Strength	Business Performance	Communication Effective Strategy
Brand Strength	-	0.674	-
Business Performance	-	-	-
Communication Effective Strategy	0.177	0.052	-

According to Table 8, the F-square analysis results indicate that the Communication Effective Strategy exerts a moderate influence on Brand Strength, evidenced by an F-square value of 0.177. An effective communication plan substantially enhances and fortifies brand strength. Moreover, Brand Strength has a significant impact on Sustainable Performance, as evidenced by an f-square value of 0.674, indicating its crucial role in enhancing the company's sustainable performance. The direct impact of the Communication Effective Strategy on Sustainable Performance is characterized by an F-squared value of 0.052, indicating a small influence. Consequently, these findings align with Garson (2016), who categorizes the effect across constructs into small, medium, and large classifications. The data indicate that the impact of Communication Effective Strategy on Sustainable Performance is likely indirect, specifically through the mediating effect of Brand Strength.

Q^2 (Predictive Relevance) is a crucial metric in the Partial Least Squares Structural Equation Modelling (PLS-SEM) methodology, utilized to assess the efficacy of the structural model in forecasting empirical data. A Q^2 number beyond zero signifies that the model possesses sufficient predictive relevance, whereas a Q^2 value below zero denotes a deficiency in predictive skills. To determine the aggregate value of Q^2 in a model containing multiple endogenous variables, the following formula may be employed:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

R_1^2 and R_2^2 are the coefficients of determination for each endogenous variable in the model. This value indicates the extent to which the independent construct in the model can predict the variance of the dependent construct.

$$Q^2 = 1 - (1 - 0.151) 0.494$$

$$Q^2 = 1 - 0.4194$$

$$Q^2 = 0.581$$

The calculated value of $Q^2 = 0.581$ signifies that the model possesses exceptional predictive ability, as it substantially exceeds zero. According to the recommendations of Hair et al. (2017) and Shmueli et al. (2019), a positive Q^2 value signifies that the model effectively and reliably accounts for data variation for predictive purposes. A higher Q^2

score indicates superior prediction quality of the model. The model, with a value of 0.581, has great predictive relevance to endogenous variables, thereby rendering its prediction.

DISCUSSION

The test results indicated that the Effective Communication Strategy significantly influenced Brand Strength, evidenced by a coefficient of 0.388, a t-statistic of 5.801, and a p-value of 0.000. An f-square value of 0.177 signifies a moderate effect, as per Garson's (2016) threshold. This indicates that the initial hypothesis (H1) is affirmed. The findings align with the study by De Vries et al. (2017), which substantiates that interactivity and message personalization on social media substantially enhance brand perception and strength. Moreover, Hudson et al. (2016) assert that cohesive and unified brand communication enhances consumer involvement and cultivates brand equity. Consequently, well-crafted communication via social media has demonstrated the capacity to enhance brand strength in terms of recognition, association, and consumer loyalty.

The second hypothesis (H2) posits that an Effective Communication Strategy substantially influences Business Performance. The analysis results indicated a statistically significant association, evidenced by a coefficient of 0.173, a t-statistic of 2.588, and a p-value of 0.010, but accompanied by a modest F-squared value of 0.052. This indicates that while the H2 concept is acknowledged, its influence is rather minimal. This conclusion is corroborated by Men et al. (2018), who asserted that an effective communication strategy enhances stakeholder relationships and positively influences company outcomes. These findings align with Kim and Park (2022), who demonstrate that the direct impact of social media strategies on performance is generally minimal and frequently operates through intermediary variables such as brand strength or engagement.

The third hypothesis (H3) about the impact of Brand Strength on Business Performance was robustly affirmed. The test results indicated a coefficient of 0.626, a t-statistic of 14.709, and a p-value of 0.000, accompanied by an F-statistic of 0.674, which categorizes it as significant. This suggests that brand strength has a significant impact on business performance. Yoo et al. (2020) elucidate that brand strength is intrinsically linked to heightened consumer loyalty and revenue generation. Furthermore, Erkmén and Hancer (2019) discovered that a robust brand enables organizations to adopt a premium pricing strategy and sustain a competitive advantage, thereby influencing business success.

The findings of this study carry important implications for both theory and practice. The strong and consistent influence of communication strategy on brand strength highlights the necessity for organizations to design interactive, personalized, and cohesive communication efforts on social media to enhance consumer perceptions, trust, and loyalty. Although the direct effect of communication strategy on business performance is relatively modest, its indirect role through brand strength underscores the mediating importance of branding in translating communication into tangible outcomes. This suggests that managers should prioritize building strong brands as strategic assets to maximize the return on communication investments. Moreover, the robust effect of brand strength on business performance emphasizes its role as a critical driver of competitiveness, enabling firms to foster customer loyalty, justify premium pricing, and improve long-term sustainability. Thus, effective communication must be viewed not merely as an operational tool but as a strategic mechanism to strengthen brand equity, which in turn delivers superior business performance.

CONCLUSION

This study demonstrates that effective social media communication strategies strengthen brand equity, which in turn enhances business performance. Although the direct impact of communication on performance is modest, its effect becomes substantial through the mediating role of brand strength. These findings reinforce Integrated Marketing Communication (IMC) by stressing message consistency and stakeholder

engagement, and support Stakeholder Theory by highlighting the role of sustained relationships in driving sustainable business outcomes. The strong predictive power ($Q^2 = 0.581$) further validates the model's robustness.

For MSMEs, dialogical, transparent, and participative communication on social media is essential for building consumer trust and loyalty. Brand equity should be treated as a strategic asset, as it enables firms to achieve long-term competitiveness. Managers are encouraged to align digital engagement metrics (e.g., reach, interaction) with business outcomes such as ROI, customer satisfaction, and loyalty to optimize the effectiveness of communication investments.

Future studies should broaden the scope across industries and regions to increase generalizability. Incorporating variables such as brand trust, consumer involvement, or electronic word of mouth as mediators or moderators may provide deeper insights. A longitudinal design is also recommended to capture the evolving impact of communication strategies on brand and business performance over time.

REFERENCES

- [1] Aisjah, S., Arsawan, I. W. E., & Suhartanto, D. (2023). Predicting SME's business performance: Integrating stakeholder theory and performance-based innovation model. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(3), 1-10.
- [2] Ajibade, P., & Mutula, S. (2020). Promoting SMEs effectiveness through innovative communication strategies and business-IT alignment. *Problems and Perspectives in Management*, 18(3), 233-244.
- [3] Alalawneh, A. A., Al-Omar, S. Y. S., & Alkhatib, S. (2022). The complexity of interaction between social media platforms and organizational performance. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(4), 1-22.
- [4] Amri, A., Ramdani, Z., & Warsihna, J. (2021). Validasi konstruk Indonesia Spiritual Intelligence Questionnaire (ISIQ). *Nathiqiyah*, 4(1), 43-50.
- [5] Anwar, M. (2018). Business model innovation and SMEs performance: Does competitive advantage mediate? *International Journal of Innovation Management*, 22(7), 1-12.
- [6] Appel, G., Grewal, L., Hadi, R., & Stephen, A. T. (2020). The future of social media in marketing. *Journal of the Academy of Marketing Science*, 48(1), 79-95.
- [7] Appiah-Twumasi, E., Ameyaw, Y., & Anderson, I. K. (2022). Development and validation of questionnaire for physics learning self-efficacy among Ghanaian senior high schools. *East African Journal of Management and Business Studies*, 2(1), 8-18.
- [8] Arissaputra, R., Hurriyati, R., & Dirgantari, P. D. (2023). Gamer's loyalty: The role of co-creation value. *Fair Value Jurnal Ilmiah Akuntansi dan Keuangan*, 5(6), 2566-2580.
- [9] Bing, G., Al Mughairi, B., Karim, A. M., & Karim, A. M. (2024). Study on importance of brand loyalty for customer retention for consumer durable products: New era viewpoint. *International Journal of Academic Research in Business and Social Sciences*, 14(1), 453-464.
- [10] Capriotti, P., & Zeler, I. (2023). Analyzing effective social media communication in higher education institutions. *Humanities and Social Sciences Communications*, 10(1), 1-13.
- [11] Darwin, M., & Umam, K. (2020). Analisis indirect effect pada Structural Equation Modeling. *Nucleus*, 1(2), 50-57
- [12] De Vries, L., Gensler, S., & Leeflang, P. S. (2017). Effects of traditional advertising and social messages on brand-building metrics and customer acquisition. *Journal of Marketing*, 81(5), 1-15.
- [13] Dhone, Y. M., & Sarwoko, E. (2022). Internal communication and employee performance: The mediating role of motivation. *Jurnal Ekonomi Modernisasi*, 18(2), 255-263.
- [14] Dick, A. S. and B. S. D. (2015). Consumer loyalty: Toward on integrated conceptual framework. *Journal of The Academy Marketing Science*, 22(1), 99-113.
- [15] Efendioğlu, İ. H., & Durmaz, Y. (2022). The impact of perceptions of social media advertisements on advertising value, brand awareness and brand associations: Research on generation Y Instagram users. *Transnational Marketing Journal*, 10(2), 251-275.
- [16] Elegbe, O., & Dooshima, S. A. (2021). Influence of internal corporate communication on employee's job performance improvement. *Journal of Management and Social Sciences*, 10(3), 1077-1095.
- [17] Erkmen, E., & Hancer, M. (2019). Building brand relationship for restaurants: An examination of other customers, brand image, trust, and restaurant attributes. *International Journal of Contemporary Hospitality Management*, 31(3), 1469-1487.

- [18] Estrella-Ramón, A., Gálvez-Rodríguez, M. del M., & Herrada-Lores, S. (2024). Hashtag activism on Twitter: The effects of who, what, when, and how a tweet is sent for promoting citizens' engagement with climate change. *Communication and the Public*, 1(2), 1–22.
- [19] Freeman, R. E., & Phillips, R. A. (2002). Stakeholder theory: A libertarian defense. *Business ethics quarterly*, 12(3), 331-349.
- [20] Garson, G. D. (2016). *Partial least squares. Regression and structural equation models*. North Carolina: Statistical Publishing Associates.
- [21] Gebrekidan, A. Y., Kebede, A., Worku, N., Lombebo, A. A., Efa, A. G., Azeze, G. A., Kassie, G. A., Haile, K. E., Asgedom, Y. S., Woldegeorgis, B. Z., Damtew, S. A., & Gebeyehu, S. (2024). Cross-cultural adaptation of the Amharic version of the compassionate care assessment tool for application in obstetric services of the Ethiopian context. *Sage Open Medicine*, 12(1), 1-10.
- [22] Ghozali, I., & Latan, H. (2015). *Partial Least Squares: Konsep, Teknik dan Aplikasi Menggunakan SmartPLS 3.0* (2nd ed.). Semarang: Universitas Diponegoro.
- [23] Gujarati, D. N., & Porter, D. C. (2009). *Basic Econometrics*. New York: McGraw-Hill.
- [24] Habib, A. M. (2023). Do business strategies and Environmental, Social, and Governance (ESG) performance mitigate the likelihood of financial distress? A multiple mediation model. *Heliyon*, 9(7), 1-12.
- [25] Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management and Data Systems*, 117(3), 442–458.
- [26] Hanindhaputri, M. A., & Mahaputra, I. K. A. (2020). The role of influencer in strategies to increase promotion of a brand. *Seminar Nasional Sandyakala*, 29(1), 335–343.
- [27] Henseler, J. (2017). Bridging design and behavioral research with variance-based Structural Equation Modeling. *Journal of Advertising*, 46(1), 178–192.
- [28] Hermundsdotir, F., & Aspelund, A. (2022). Competitive sustainable manufacturing - Sustainability strategies, environmental and social innovations, and their effects on firm performance. *Journal of Cleaner Production*, 1(1), 370-390.
- [29] Herrada-Lores, S., & Palazon, M. (2024). The communication of sustainability on social media: The role of dialogical communication. *Journal of Research in Interactive Marketing*, 19(2), 1–26.
- [30] Hollebeek, L. D., & Macky, K. (2019). Digital content marketing's role in fostering consumer engagement, trust, and value: Framework, fundamental propositions, and implications. *Journal of Interactive Marketing*, 45(1), 27–41.
- [31] Huang, M. H., & Rust, R. T. (2022). A framework for collaborative artificial intelligence in marketing. *Journal of Retailing*, 98(2), 209–223.
- [32] Hudson, S., Huang, L., Roth, M. S., & Madden, T. J. (2016). The influence of social media interactions on consumer-brand relationships: A three-country study of brand perceptions and marketing behaviors. *International Journal of Research in Marketing*, 33(1), 27–41.
- [33] Jha, A. K., & Verma, N. K. (2023). Social media sustainability communication: An analysis of firm behaviour and stakeholder responses. *Information Systems Frontiers*, 25(2), 723–742.
- [34] Joshi, V., & Kinange, U. M. (2021). Content marketing and consumer engagement: The role of content source. *International Journal of Creative Research Thoughts*, 9(2), 1-12.
- [35] Jukka, T. (2023). Does business strategy and management control system fit determine performance? *International Journal of Productivity and Performance Management*, 72(3), 659–678.
- [36] Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of marketing*, 57(1), 1-22.
- [37] Kertanegara, R. (2023). The role of social media influencers in brand communication strategy: Literature review. *MEDIASI Jurnal Kajian dan Terapan Media, Bahasa, Komunikasi*, 4(1), 12-24.
- [38] Kim, J., & Park, E. (2022). Social media marketing activities and business performance: A mediating role of brand awareness. *Technological Forecasting and Social Change*, 180(1), 12-20.
- [39] Kraujalienė, L., & Kromalcas, S. (2022). Brand positioning strategy in the competitive aspect. *Business: Theory and Practice*, 23(2), 467–475.
- [40] Kumar, S., & Yadav, R. (2021). The impact of shopping motivation on sustainable consumption: A study in the context of green apparel. *Journal of Cleaner Production*, 1(1), 295-305.
- [41] Lamberton, C., & Stephen, A. T. (2016). A thematic exploration of digital, social media, and mobile marketing: Research evolution from 2000 to 2015 and an agenda for future inquiry. *Journal of Marketing*, 80(6), 146–172.
- [42] Li, F., Larimo, J., & Leonidou, L. C. (2023). Social media in marketing research: Theoretical bases, methodological aspects, and thematic focus. *Psychology & Marketing*, 40(1), 124-145.
- [43] Li, M. W., Teng, H. Y., & Chen, C. Y. (2020). Unlocking the customer engagement-brand loyalty relationship in tourism social media: The roles of brand attachment and customer trust. *Journal of Hospitality and Tourism Management*, 44(1), 184–192.
- [44] Lobo, J., Bernardo, B. D., Buan, E., Ramirez, D., Ang, G., Alfonso, X. J., Varona, D., Mabaga, J., & Malig, J. (2022). The role of motivation to dance engagement and psychological well-being. *American Journal of Youth and Women Empowerment*, 1(1), 22–29.
- [45] Lu, Q. S., & Miller, R. (2019). How social media communications combine with customer loyalty management to boost green retail sales. *Journal of Interactive Marketing*, 46(1), 87–100.

- [46] Mahajan, R., Lim, W. M., Sareen, M., Kumar, S., & Panwar, R. (2023). Stakeholder theory. *Journal of Business Research*, 1(1), 166-180.
- [47] Martínez-Cañas, R., Ruiz-Palomino, P., Jiménez-Moreno, J. J., & Linares-Langreo, J. (2023). Push versus Pull motivations in entrepreneurial intention: The mediating effect of perceived risk and opportunity recognition. *European Research on Management and Business Economics*, 29(2), 1-10.
- [48] Matushko, A., Kyrlyuk, O., & Kyrlyuk, I. (2022). Social networks as an innovative tool for the promotion of tourism services in modern conditions. *Международный конкурс студенческих научно-исследовательских работ по экономике*, 3(1), 23-29.
- [49] Mehta, D. (2023). Social media platform for marketing. *Social Media Platform for Marketing*, 48(2), 342-349.
- [50] Men, L. R., Tsai, W. H. S., Chen, Z. F., & Ji, Y. G. (2018). Social presence and digital dialogic communication: Engagement lessons from top social CEOs. *Journal of Public Relations Research*, 30(3), 83-99.
- [51] Nguyen, T. H., Le, X. C., & Vu, T. H. L. (2022). An extended Technology-Organization-Environment (TOE) framework for online retailing utilization in digital transformation: Empirical evidence from Vietnam. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(4), 1-22.
- [52] Nurlaini, N., & Almasdi, A. (2020). Pengaruh budaya organisasi dan keterlibatan kerja terhadap kinerja karyawan dengan komitmen organisasi sebagai variable intervening pada Pt. XYZ. *Jurnal Profita Akuntansi dan Bisnis*, 1(2), 101-119.
- [53] Osei-Frimpong, K., McLean, G., Islam, N., & Appiah Otoo, B. (2022). What drives me there? The interplay of socio-psychological gratification and consumer values in social media brand engagement. *Journal of Business Research*, 146(1), 288-307.
- [54] Pourkabirian, A., Habibian, M., & Pourkabirian, A. (2021). *Brand attitude in social networks: The role of eWoM*. *arXiv preprint* Retrieved on August 1, 2025, from *arXiv:2109.15315*.
- [55] Putra, J. E., Sulistyani, N. W., Ramadhan, F., & Hidayat, H. (2025). Effectiveness of content marketing in attracting Generation Z consumer loyalty. *Oikonomia: Journal of Management Economics and Accounting*, 2(2), 45-58.
- [56] Rachman, F. H., Wahyuni, S., & Imamah, I. (2024). Boosting competitiveness: Digital branding of the Sreseh mangrove tourism spot in Marparan Village. *Jurnal Pengabdian Kepada Masyarakat (Indonesian Journal of Community Engagement)*, 10(3), 138-143.
- [57] Samanta, I. (2022). Examining relationship marketing and strategic branding in b2b Greek SMEs: A family business development. *Innovative Marketing*, 18(3), 110-120.
- [58] Sawaftah, D., Aljarah, A., & Lahuerta-Otero, E. (2021). Power brand defense up, my friend! Stimulating brand defense through digital content marketing. *Sustainability (Switzerland)*, 13(18), 1-12.
- [59] Schultz, D., Kerr, G., Kim, I., & Patti, C. (2007). In search of a theory of integrated marketing communication. *Journal of Advertising Education*, 11(2), 21-31.
- [60] Shamsalinia, A., Moradi, M., Rad, R. E., Ghadimi, R., Farahani, M. A., Masoudi, R., Rabiei, L., & Ghaffari, F. (2021). Design and psychometric evaluation of epilepsy-related apathy scale (E-Ras) in adults with epilepsy: A Sequential Exploratory Mixed Methods Design. *BMC Neurology*, 21(1), 1-10.
- [61] Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J. H., Ting, H., Vaithilingam, S., & Ringle, C. M. (2019). Predictive model assessment in PLS-SEM: Guidelines for using PLSpredict. *European Journal of Marketing*, 53(11), 2322-2347.
- [62] Sipos, D. (2024). The role of social media in promoting sustainable brands: influencing consumer perceptions and behavior towards sustainable products. *Technium Sustainability*, 8(1), 1-11.
- [63] Smith, J., & Harvidsson, P. (2017). *Content Marketing's effect on customer engagement*. Borås: University of Borås.
- [64] Squires, B., & Elnahla, N. (2020). The roles played by boards of directors: An integration of the agency and stakeholder theories. *Transnational Corporations Review*, 12(2), 126-139.
- [65] Trisnawati, T., Alhidayatullah, A., & Antony, A. (2024). Entrepreneurship and digital orientation in enhancing SME performance mediated by marketing capabilities. *International Journal of Economics, Management and Accounting*, 2(3), 455-470.
- [66] Voorveld, H. A. M. (2019). Brand communication in social media: A research agenda. *Journal of Advertising*, 48(1), 14-26.
- [67] Vu, T. N., Lehkonen, H., Junttila, J. P., & Lucey, B. (2025). ESG investment performance and global attention to sustainability. *North American Journal of Economics and Finance*, 75(1), 123-120.
- [68] Wang, X., Bart, Y., Netessine, S., & Wu, L. (2025). Impact of multi-platform social media strategy on sales in e-commerce. *arXiv preprint* Retrieved on August 2, 2025, from *arXiv:2503.09083*.
- [69] Yang, Q., Li, H., Lin, Y., Jiang, Y., & Huo, J. (2022). Fostering consumer engagement with marketer-generated content: the role of content-generating devices and content features. *Internet Research*, 32(7), 307-329.
- [70] Yang, X., Wang, C., & Liu, B. (2025). ESG performance and corporate labor investment efficiency: Evidence from China. *International Review of Economics & Finance*, 98(1), 103909.
- [71] Yoo, B., Donthu, N., & Lee, S. (2020). An examination of selected marketing mix elements and brand equity. *Journal of the Academy of Marketing Science*, 28(2), 195-211.

- [72] Zahid, M. M., Ali, B., Samdani, H., & Kamal, N. (2021). Linking Social Media Engagement with Customer Relationships and Brand Loyalty: A Consumer-based Perspective. *VFAST Transactions on Education and Social Sciences*, 9(3), 90-99.
- [73] Zhang, Y. (2024). Research on brand communication strategies in the new media environment. *Advances in Social Behavior Research*, 8(1), 1-3.

*Social Media
Communication and
Business Performance*

4238